

# State of Washington

## Roadmap for Financial and Administrative Policies, Processes and Systems

### Advisory Group Working Session



November 17, 2005



# Today's agenda

	Agenda item	Presenter	Time
1	Welcome and today's objectives	Sadie Hawkins	10 min
2	Project update	Kathy Rosmond	10 min
3	Chart of Accounts Project update	Wendy Jarrett & Debbie Hoxit	5 min
4	Framework for <i>Roadmap</i> decision making	Scott Came	15 min
5	<i>Roadmap</i> business modeling decision making principles	Melissa Cook	35 min
6	What's next for business modeling?	Robin Madsen	20 min
7	Feedback on <i>Expense Reimbursement Value Proposition</i> document	Robin Madsen	15 min
8	Next steps / process check	Kathy Rosmond	5 min



## Today's objectives

- Understand purpose and importance of decision making framework
- Adopt initial *Roadmap* decision making principles for modeling
- Agree on recommendations for next business processes to model

## Project Update

- Published the Roadmap Expense Reimbursement Value Proposition report under “What’s new” at
  - <http://www.ofm.wa.gov/roadmap/default.htm>
- Briefed Operations Committee (deputies) on *Roadmap* progress
- Updated FMAC on project progress
- Developed lessons learned from modeling pilot
- Scheduled grants and contracts management modeling sessions
- Started plan and direction for remaining modeling
- Continued coordination with TEMS project

## Project update

- November –
  - Grant/loans “as-is” modeling focus group (11/29)
  - Contracts “as-is” modeling focus group (11/30)
- December
  - Executive sponsor meeting (12/5)
  - ADAMS *Roadmap* project update (12/12)
  - Grant/loans “could-be” modeling (12/7, 12/20)
  - Contracts “could-be” modeling (12/14, 12/21)
  - Advisory Group meeting (12/28)

# Chart of Accounts

- Project update
  - Wendy Jarrett, Debbie Hoxit



## ***Roadmap* Decision Making**

- Decision-Making Framework (Handout)
  - Scott Came, DIS Enterprise Architect

## ***Roadmap* Decision Making**

A decision to be made:

What's next for business process modeling?



## ***About principles***

- A key component of a framework for decision making
- No implied sequence or hierarchy among principles
- Principles may conflict
  - e.g. logical sequence vs. value proposition
- Different decisions may require different principles
  - e.g. business process vs. project management
- Principles about principles; should be:
  - Succinct (not white papers)
  - Controversial or reflect lessons learned
  - Easy to verify compliance
  - One key thought per principle



# Natural boundaries principle

*(adopted by the ISB November 2004)*

*Should be designed around natural boundaries*

- **Rationale:**

Achieving the ability to view state government as a single enterprise requires the ability to effectively integrate systems as needed. Systems with well defined, natural boundaries aid in integration.

- **Implications:**

In order to meet its mandate in a timely manner, the state will need to leverage and use all of its available resources including the existing environment.

Within the boundaries of an "Information System", tight coupling streamlines business processes.

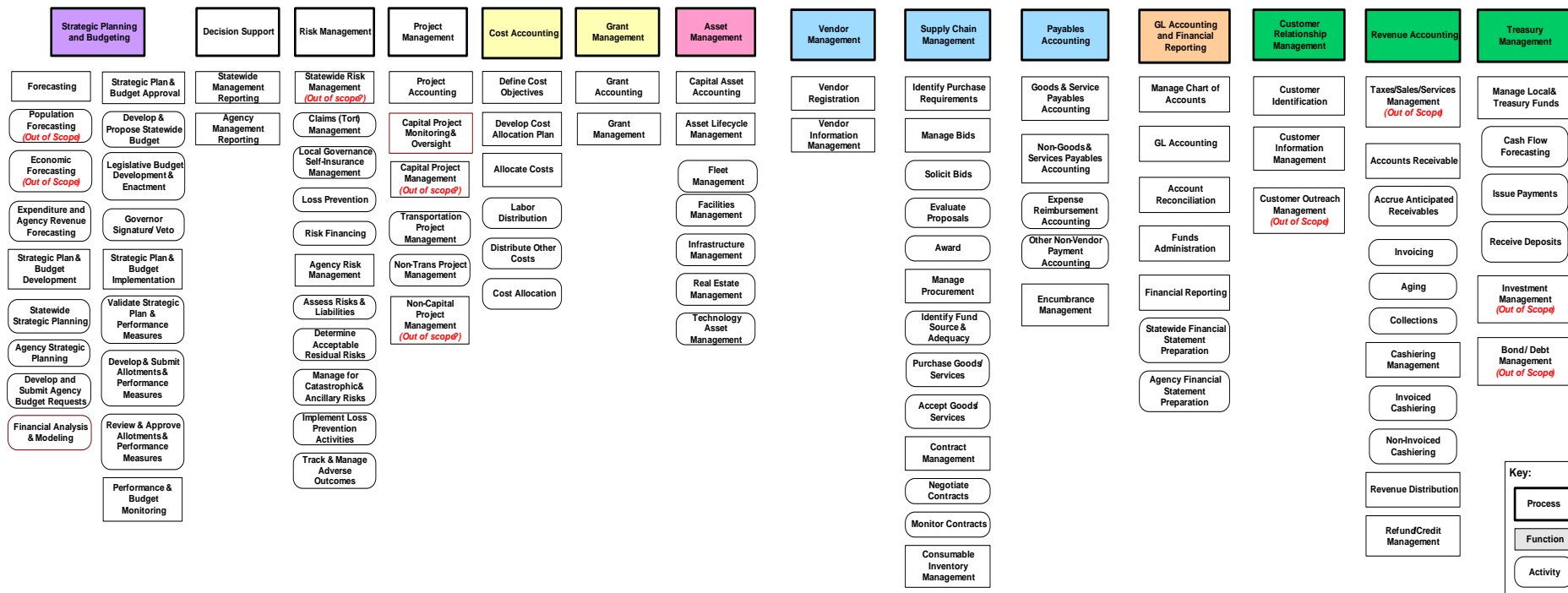
Between "Information Systems", loose coupling allows open, plug and play approach.

Requires definitions of what is in and out of scope of statewide "Information Systems".

Requires enterprise-level business and data modeling.



# Roadmap Business Process Model as of November 2005



# Logical Sequence Principle

Should sequence projects based on information needs

- **Rationale:**

- Reduces risk of missing key functionality and rework
- Captures the data needed for operations and performance management as part of the original transactions

- **Implications:**

- May have to model lower-value business processes before potentially higher-value processes

- **Examples:**

- HRMS would have included financial requirements earlier

## Business Sponsorship Principle

Should select projects with business sponsors for significant change

- **Rationale:**
  - Significant process change requires leadership and sponsorship at the highest levels
- **Implications:**
  - We should not proceed with new ideas if a committed business sponsor can't be identified
- **Examples:**
  - Identify business sponsor for using state credit cards for all travel expenses

# Value Proposition Principle

Should have a measurable value proposition for change

- **Rationale:**

Difficult to achieve change without a clear business return

- **Implications:**

We should not promote policy, process, systems or information changes without a notable value for the enterprise

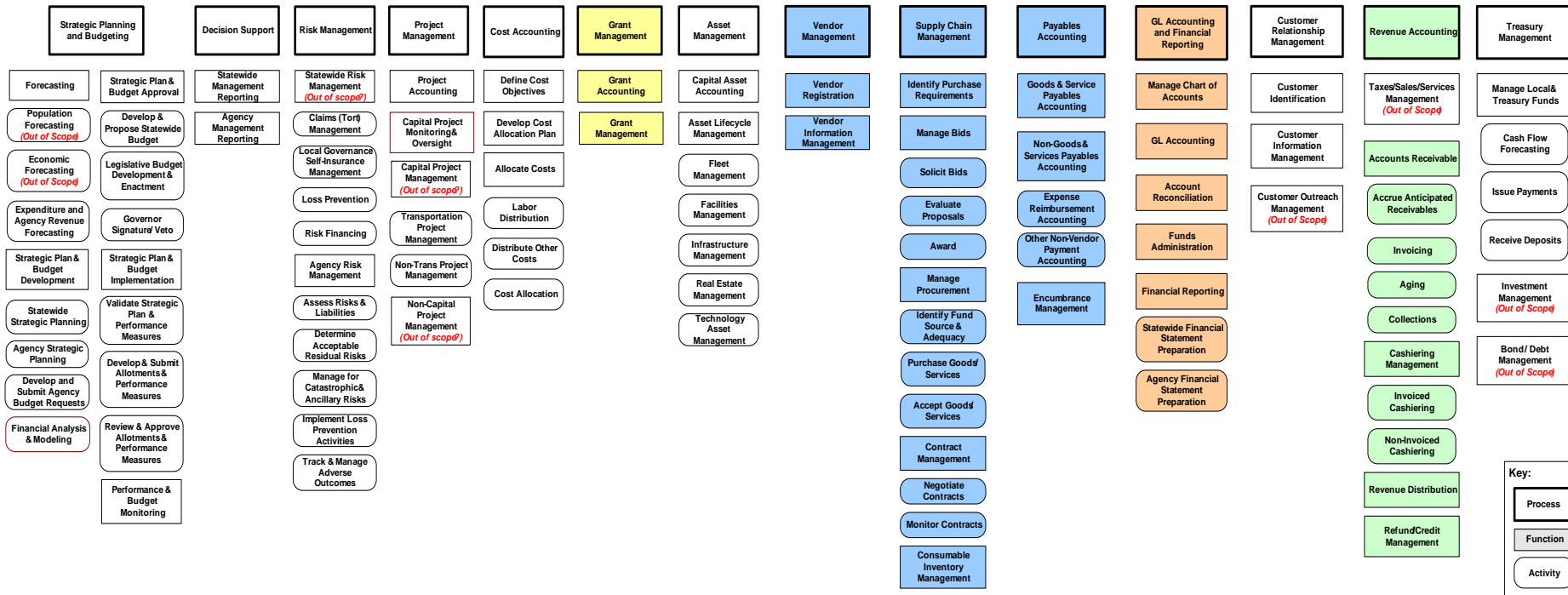
- **Example:**

Prioritize process modeling work around valued projects such as TEMS, Enterprise Grants and Loans Management





# Proposed schedule for Phase 2 Roadmap modeling



# What's next recommendations

## Based on principles

	Boundary	Sequence	Sponsor	Measurable Value
Strategic Planning & Budgeting	X			X
Decision Support	X			
Risk Management	X			X
Project Management	X		Legislature	
Cost Accounting	X			X
Grant Management	X		OFM/CTED/ECY	X
Asset Management	X			X
Vendor Management	X		GA/OFM	X
Supply Chain Management	X		GA	X
Payables Accounting	X	X	OFM	X
GL Accounting & Financial Rpting	X	X	OFM	
Customer Relationship Mgmt	X			
Revenue Accounting	X	X	OFM	X
Treasury Management	X			X

# Expense Reimbursement Modeling

- Value proposition distributed November 10, 2005  
(<http://www.ofm.wa.gov/roadmap/ExpenseReimbursement.pdf>.)
- Includes:
  - As-is and could-be process models & components
  - Best practices research
  - Business case, value propositions, & proposed policy changes
- Transition to TEMS project for feasibility study consideration

## December expectations

Tasks	Expectations	Assigned to	Due Date
Model grants and contracts management business processes and data	<ul style="list-style-type: none"> <li>Participate in business process modeling Phase II</li> </ul>	Focus groups	Ongoing
	<ul style="list-style-type: none"> <li>Provide existing business process documents to <a href="mailto:Susan.Dodson@ofm.wa.gov">Susan.Dodson@ofm.wa.gov</a></li> </ul>	Advisory Group	Ongoing
Develop enterprise architecture strategy	<ul style="list-style-type: none"> <li>Continue developing the enterprise architecture strategy for the <i>Roadmap</i></li> <li>Hire <i>Roadmap</i> integration architecture consultant</li> </ul>	Enterprise Architecture Steering Committee	1 <sup>st</sup> Wednesday of each month
Communicate	<ul style="list-style-type: none"> <li>Continue sharing the <i>Roadmap</i> plan and vision with agency managers and staff</li> </ul>	Advisory Group Working Team	Ongoing

*Next meeting: Thursday, December 28<sup>th</sup>, 2005 1:30-3:30*

*OFM Point Plaza West Training Room*

## Process Check

Suggestions for improvements